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22 July 1976

MEMORANDUM FOR: Chairman, Presentational Means Steering Panel

SUBJECT : Recommendations of the Graphics Improvement Committee as Revised by the Chairman

REFERENCE : Memo to Chairman, Presentational Means Steering Panel fr Chairman, Graphics Improvement Committee dtd 3 Jun 76, same subject

1. The Members of the Graphics Improvement Committee, listed below, considered the report and recommendations of the Graphic Evaluation Panel of the Federal Design Improvement Program. They reached a number of general conclusions and recommendations, as contained in the referenced memorandum. This revision was prepared by the Chairman of the Graphics Improvement Committee to incorporate some, although not all, of the comments of the 15 July 1976 meeting of the CIA Presentational Means Steering Panel. This revision provides the best judgment of the Chairman, Graphics Improvement Committee, as to how to proceed.

2. The Report of the Graphic Evaluation Panel of the Federal Design Improvement Program included three primary recommendations.

a. The DCI should establish the position of Design Coordinator as a member of the DCI staff and give that individual authority to exercise control and direction of the various graphics shops in the Agency. Under his jurisdiction, a fully coordinated and centrally administered graphics program should be developed for the Agency.

b. An outside design consultant should be hired to establish a "visual communications system" for the Agency.

c. A series of seminars, led by an outside commercial designer, should be initiated to upgrade the quality of Agency graphics and personnel.

3. The Report also contained the following specific or technical recommendations:

a. Establish guidelines, standards, and grid systems for uniformity of all printed matter;

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- b. Centralize the publication effort;
 - c. Raise the priority and quality of non-intelligence graphics; and
 - d. Improve the quality and style of typography, printing, illustrations, and photography.
4. The major criticisms included in the Report of the Graphic Evaluation Panel were the lack of strong central direction of our total graphics effort, the inadequacy of quality control, the diversity of graphic design, layout, and type style, the use of outdated design techniques, and the general weakness of illustrations.
5. None of these criticisms were news to us, and, in general, we accepted the validity of the Panel's critique of an Agency graphic portfolio. However, we were aware in our deliberations that the Panel members represented a sharply focused design/graphic viewpoint. They did not have a full understanding of the diverse purposes or of the time pressures that drive the Agency's publications effort. Neither could they have taken into account the extent to which resource shortages curtail our opportunities to experiment, innovate, and refine.
6. While admitting need for graphics and design improvement, our committee was divided as to whether the Agency has a truly serious problem in the design/graphic area. Some felt that the casual, even unprofessional, appearance of many of our publications was appropriate. The real issue, it was argued, was whether substance of our message be correct, clear, and timely. Although that was not a majority view, most of us did agree that a contrived, or designed, "corporate image" was undesirable.
7. However, we agreed that the Agency's intelligence production, non-intelligence production, and visual material output can and should be improved. We also agreed that there is need of clear typographic and format standards for all Agency publications that are processed by the Printing and Photography Division, not only for design improvement but also because significant economies and production efficiencies, especially in the printing plant, could be realized by standardizing certain production and graphic processes. We agreed that P&PD should participate in setting those standards and, once set, P&PD should have watchdog authority in enforcing them.
8. We also agreed that Agency efforts at improvement should be based on self-help, supplemented by outside expert consultants. And we concluded that a full-time Agency Design Coordinator was unnecessary for substantial improvement in the quality of our graphic output and that the approach recommended by the Evaluation Panel could produce unnecessary difficulties and bottlenecks in production.

9. In every instance in our discussions and our recommendations we tended to stray beyond the graphic/design level to include all aspects, other than analysis, writing, and editorial review, of the publishing process.

10. Recommendations:

- a. A Publications and Design Improvement Board should be designated by the DCI as the focal point for implementation of the general recommendations to follow. The Board should have three members. They should be of Office Director Level or higher. The Board should report to the DDCI.
- b. An executive editor of extensive and diverse experience should be retained as a part-time consultant. This consultant would review our publications, and our publication production methods, and propose improvements.
- c. The Publications and Design Improvement Board also should retain a part-time Graphic Design Consultant to help us set Agency graphic guidelines.
- d. Drawing on both Agency and outside expertise, the Publications and Design Improvement Board should produce Agency Publications and Graphics Manuals which provide guidelines for both production processes. When the manuals are completed, P&PD should be given responsibility for seeing that the publication guidelines are followed.
- e. The Publications and Design Improvement Board, assisted by its consultants, should initiate a series of seminars and field trips for Agency graphic artists, cartographers, printers, editors, etc., for purposes of upgrading our expertise in those fields.
- f. The Office of Training should develop, with the guidance of the publications consultant and the Board, a professional-level training program for officers assigned publications staff responsibilities.
- g. P&PD should continue to expand, as its resources permit, its current program of offering production offices alternate typographic and format proposals to upgrade their publications.
- h. The authority of the Chief, Visual Information and Design Branch, Cartography Division, OGCR, for monitoring existing and future guidelines concerning publication covers should be reinforced.

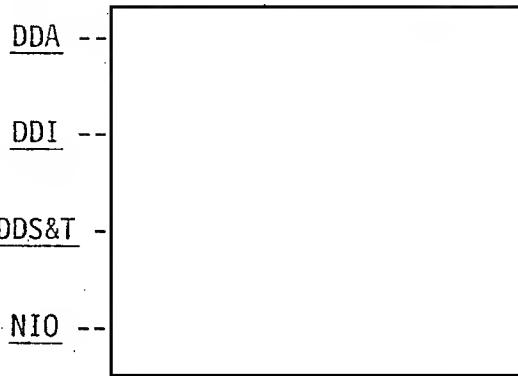
Chairman
Graphics Improvement Committee

cc: Members of Graphics Improvement Committee
(as listed on p. 4)

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Members of Graphics Improvement Committee:



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